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ABSTRACT

This study sought to determine recruiting trends of business, industry, and government among the pool of new college graduates. Questionnaires were mailed to 4,072 employers, of which 507 returned complete responses. The survey found that new college graduates of 1995-96 can expect mild growth in job opportunities. For the third consecutive year, surveyed employers anticipated minimal growth in hiring intentions. Engineering and computer science garnered among the highest starting salaries for new graduates, and the Southeastern and Northcentral geographical regions reported the most favorable employment opportunities for recent graduates, according to the survey. Women represented 42.9 percent of all new hires in 166 organizations reporting gender data, while racial and ethnic minorities represented 18.2 percent of new hires at organizations surveyed. Good oral, written, and interpersonal communication skills were reported among the most important attributes of successful new hires. They were also reported among the most notable deficiencies observed in new college graduates. Computer literacy and a command of popular office technology continue to be much sought after attributes in future employees, according to the survey. A list of employers responding to the survey is included. (MDM)

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ED 390 327

twenty-fifth anniversary edition

# recruiting trends 1995-96

the collegiate employment research institute at michigan state university

"a study of businesses, industries, and governmental agencies employing new college graduates"

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*25th Anniversary Edition*

# RECRUITING TRENDS 1995-96

A Study of 527 Businesses, Industries, and
Governmental Agencies Employing
New College Graduates

By

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December 1, 1995

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A Division of Student Affairs and Services

# ACKNOWLEDGEMENTS

**Employers,** thank you for all the help and extra efforts you have extended to the production of this survey. Without fail, many employers have hospitably responded. Honest and candid feedback from you is absolutely critical for an accurate assessment of the current job market for new college graduates.

Several members of the Career Services and Placement staff at Michigan State University were helpful with this project: **Vernicka Tyson,** Director of Career Services and Placement, who was supportive of this project and offered questions for inclusion; **Wen-Ying Liu,** Graduate Research Assistant for the Collegiate Employment Research Institute, who provided computer programming and statistical analyses; **Neal Lao**, Publications Assistant for the Institute, who provided desktop publishing expertise for the survey instrument and final report; and **Carmen Scott, Brenda Robinson, Becky Gratz, Leslie Allen, Karen Clark, Kim Woodrow, and Meghan Michalak,** who worked diligently at mailing of surveys, tracking questionnaires, data entry, and typing of employer responses.

To those who helped with this project, but were inadvertently overlooked, please accept my apologies. A task of this dimension could not be accomplished without help of many individuals. a special thanks is extended to all who assisted.

L. Patrick Scheetz, Ph. D.
Price: $25

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**Division of Student Affairs and Services**

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**RECRUITING TRENDS**
**1995-1996**

# EXECUTIVE *Summary*

- For a third consecutive year, employers predict an increase in job opportunities for new college graduates. Surveyed employers report an anticipated increase of 4.7 percent, reaffirming recent improvement in job opportunities following a four year decline.

- Chemical engineering garnered the highest starting salary for new college graduates this year with salaries estimated around $41,182. Mechanical ($37,265), electrical ($36,706) and industrial ($35,695) engineering also topped the list. Computer science ranked fifth in estimated starting salaries at $34,462 annually, undergoing the highest percent change (+2.9 percent) in expected starting salaries.

- Southeastern and Northcentral geographical regions of the United States reported the most favorable employment opportunities for recent graduates.

- Economic outlook continues to be an important consideration affecting hiring trends for new graduates. Federal deficit management attempts, trends in commerce/business/industry, corporate downsizing and reengineering continue to affect the job market.

- Preprofessional, career-related experience may be the most important attribute graduates can gain in order to increase their competitiveness. Roughly 48 percent of all new hires in surveyed organizations had career-related work experience.

- Women represented 42.9 percent of new hires in 166 surveyed organizations reporting gender data. Minorities represented 18.2 percent of new college graduates joining surveyed organizations. Individuals with disabilities represented 0.2 percent of new hires in surveyed organizations.

- Responding employers suggested that business occupations, engineering, computer fields, health professions and service-related industries represent the most promising fields for new college graduates.

- Good oral, written and interpersonal communication skills were reported among the most important attributes of successful new hires. They were also reported among the most notable deficiencies obseerved in new college graduates.

- The emerging work environment is definitely not for the cyber-shy. Computer literacy and a command of popular office technology continue to be much sought after attributes in future employees. New college graduates can make themselves more marketable by showing an ability to adapt to changing technological trends.

- Employers stressed lifelong learning as an essential attitude and process to cultivate in one's self to avoid obsolescence. New graduates should continue to keep current with the latest trends in their field, read trade journals and update their skills. Employers want pro-active employees who can help their company grow.

**Overview prepared by the Collegiate Employment Research Institute, 11/28/95. A copy of the *Recruiting Trends 1995-96* is available for $25. If you wish to obtain a copy of this report, please send a request with prepayment to: L. Patrick Scheetz, Director, Collegiate Employment Research Institute, Michigan State University, 113 Student Services Building, East Lansing, MI 48824-1113, (517) 355-9510, ext. 361.**

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*25th Anniversary Edition*

# RECRUITING TRENDS 1995-96

A Study of 527 Businesses, Industries, and Governmental Agencies Employing New College Graduates

## Overall Job Market for Class of 1995-96

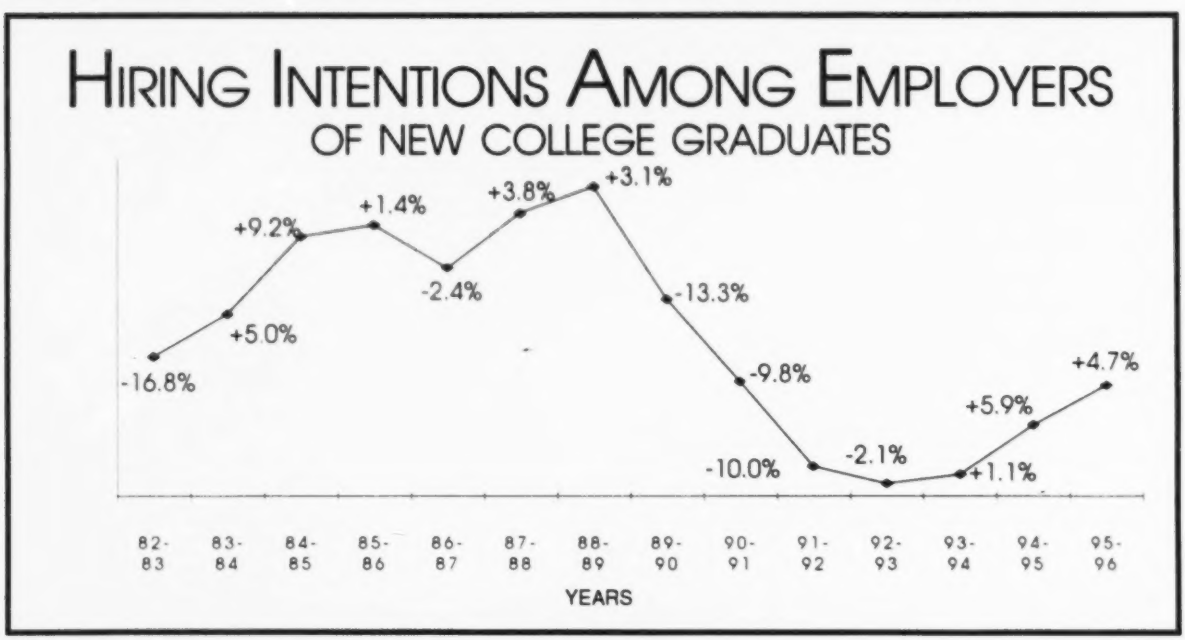
New college graduates of 1995-96 can expect mild growth in job opportunities, according to this year's aggregate of surveyed employers. For the third consecutive year, surveyed employers anticipate minimal growth in hiring intentions. Although new graduates of 1995-96 will face a continuing, troublesome employment market, surveyed employers project an increase of 4.7% in recruitment efforts.

Coupled with last year's increase of 5.9% and the slight increase reported a year earlier of 1.1%, the job market for new college graduates remains below the hiring levels experienced by new graduates of 1988-89. Job hunting for this year's graduates is expected to remain unfriendly, competitive, and maybe even a fraction hostile.

An increase of 5.8% is expected this year by businesses and industrial organizations, and a reduction of 14.2% is forecast for governmental agencies. Consequently, the overall job market for new college graduates for 1995-96 is an estimated increase of 4.7%.

## Factors Expected To Influence Hiring Of New Graduates This Year

Prospective employers anticipate several factors to influence the number of new college graduates hired this year (1995-96). The general economic outlook remains a persisting, weighty consideration on the minds of surveyed employers as they contemplate hiring goals for this



## Factors Influencing This Year's Market

- Employers continue to watch macroeconomic indicators with skepticism.
- If the U.S. Congress passes a balanced budget, private sector and state-and-local governments expect to increase their hiring, while employment in the Federal government will drop dramatically.
- Trends in commerce, business, industry, production, capital investment, new business opportunities and customer growth.
- The continuation of downsizing, corporate reengineering and industrial consolidation.
- The outsourcing of nonessential business operations.

year's new college graduates. Aware that the economy maintains a cyclical pattern—in a positive direction for a while followed soon by a negative trend, employers are keeping a watchful eye toward the stock market, interest rates, unemployment trends, and any other economic indicators that might predict either positive or negative winds of change. The prevailing direction for the economy at the time of this survey was a slow, sluggish, yet positive, climb. As long as this trend is sustained, some improvement in the job market for new college graduates can be anticipated.

Another factor affecting new college graduates hired this year by government agencies will be the U.S. Congress' ability to pass a balanced budget amendment. If Congress is successful, hiring is expected to increase in the private sector and in state and local government branches. In contrast, employment in the Federal government will drop dramatically

Federal government agencies are among organizations impacted by reduced budgets and regressive personnel staffing. Accordingly, employers from governmental agencies responding to this survey are downsizing, restructuring, and experiencing hiring freezes. At the federal, state, and local levels, government organizations are continuing to reduce staff levels, seeking more efficient processes, and generally curtailing government services. Layoffs and headcount restrictions were also noted. Governmental agencies did not anticipate much hiring of new college graduates this year.

Employers suggest that business trends will have a controlling influence on the job market for new college graduates this year. Among generated responses, the most consequential business trends will be the quantities of commerce, business, industry, or production. Capital investment, new business opportunities, and growth in customers were also noted.

Increased business growth in surveyed organizations is leading to extra employment opportunities for new college graduates. This year, employers envision mild expansion such as increased volume of new work, new commerce, fresh acquisitions, reduced competitiveness, and recuperating profits. Further illustrations of optimistic results include confident shifts in business opportunities, elevated rates of business growth, more backlog of business, new contracts, new retail store locations, continuing company development, growth in target markets, and new initiatives.

For some surveyed organizations, downsizing efforts, reengineering, and industrial consolidations continue. For these employers, cutting business costs is an important component in any decision, so consolidating job tasks continues, and doing more with less is required. Thus, job possibilities for new college graduates in these organizations are absolutely extinguished, at least for the next few months, if not longer.

Surveyed organizations are outsourcing nonessential business operations, thus cutting into employment opportunities for new college graduates. When employers outsource business tasks, staffing requirements are reduced. However, the organizations receiving work are supplying additional job opportunities for new college graduates. The struggle for new graduates is determining which organizations are eliminating work and which employers are reap-

ing the benefits from new work activities.

Retention of current staff also persuades surveyed employers in their hiring decisions. Retention is reduced by retirements, attrition, general turnover, and enticing job prospects that invite current employees to organizations elsewhere on the market. Retention has risen in many surveyed organizations, which means that slightly fewer job openings exist for new college graduates and others seeking new employment prospects.

Other matters contribute negatively to job prospects for new college graduates including: availability of experienced candidates, mergers, increasing global market shares, budgetary contraints, technological advancements, competitors' progress, and the number of cooperative education students and interns hired last year and available for full-time assignments this year.

New acquisitions, increased profits, and too much reduction in personnal staffing are leading to expanded job opportunities for new college graduates. Organizations that reduces their staff too much are now needing new personnel at the entry-level. In these organizations, job prospects are very good. If employers hired inadequate numbers of new college graduates, they need to refill the "pipeline" to sustain the organizations' workflow.

Attitudes of prospective hires continue as an issue. Employers restated the complaint that new college graduates are unwilling to work as hard as necessary to get the job accomplished, and expect starting salaries too high for their job performance abilities. Oftentimes, new graduates also do not possess the technical skills nor the experiences required for fulfillment of the employers' job requirements.

## Survey Procedures

The 25th anniversary edition of the *Recruiting Trends* survey was mailed to 4,072 employers representing businesses, industries, and governmental agencies throughout the United States. Among the organizations represented in this year's survey population were (1) members of the National Association of Colleges and Employers (NACE) and/or a related regional career services and employer association, (2) employers registering with Career Services and Placement at Michigan State University, and (3) employers selected randomly from a list of small businesses in the *Standard and Poor's Register*. Surveys were initially mailed first-class to employers on September 8, 1995, and a follow-up reminder notice with mini-survey form was mailed first-class on November 2–3, 1995. Follow-up telephone calls were placed to selected major employers from October 20 to November 15, 1995.

## Employers Responding

Questionnaires were returned for this year's *Recruiting Trends* survey by 527 organizations (12.9%), and, of the replies received, 507 were complete enough for statistical analysis purposes. From the responses received, an adequate representation of the organizations recruiting new college graduates on college and university campuses throughout the United States during 1995-96 was obtained.

Of the respondents this year, 483 were businesses, industries, manufacturing organizations, and service sector employers (91.7%); and 44 were local, state, and federal government agencies and the military services (8.3%).

## Geographical Locations of Corporate Headquarters

Responses to this year's *Recruiting Trends* survey were received from all geographical regions of the United States. The percent of responses received from each geographical region is indicated below:

- Northeast (Maine, Massachusetts, Connecticut, Delaware, Pennsylvania, New York, Maryland, etc.) – 17.1%
- Southeast (Florida, Georgia, Virginia, North Carolina, South Carolina, Tennessee, etc.) – 9.0%

## CATEGORIES OF EMPLOYERS RESPONDING

Most categories of businesses, industries, and governmental agencies were well-represented in the replies received. A complete list of organizations responding to this year's survey is contained in an appendix of this report. The number of responses received from each category of employers is indicated below:

| | | | |
|---|---|---|---|
| Accounting | 3.7% | Government Administration including military | 9.5% |
| Aerospace and Components | 0.9% | Hospitals and Health Care Services | 5.4% |
| Agribusiness | 2.2% | Hotels, Motels, Restaurants, and Recreational Facilities | 3.7% |
| Automotive and Mechanical Equipment | 3.4% | | |
| Banking, Finance, and Insurance | 7.2% | Lumber, Wood Products, and Furniture Manufacturers | 1.4% |
| Chemicals, Drugs, and Allied Products | 3.4% | | |
| Communications and Telecommunications (including telephones, newspapers, magazines, radio and television) | 3.4% | Merchandising and Retailing | 4.0% |
| | | Metals and Metal Products | 4.3% |
| Construction and Building Contractors | 2.9% | Petroleum and Allied Products | 2.9% |
| Diversified Conglomerates | 0.3% | Public Utilities (including transportation) | 6.9% |
| Electronics, Computers, and Electrical Equipment Manufacturers | 8.3% | Social Services, Religious, and Volunteer Organizations | 4.0% |
| Engineering, Research, Consulting, and Other Professional Services | 10.3% | Textiles, Home Furnishings, and Apparel Manufacturers | 1.7% |
| Food and Beverage Processing | 2.0% | Tire, Rubber, and Allied Products | 0.6% |
| Glass, Packaging, and Allied Products | 0.9% | **TOTAL** | **100%** |

sota, Wisconsin, Illinois, Ohio, Iowa, Nebraska, etc.) – 56.9%

- Southcentral (Texas, Oklahoma, Arkansas, Kansas, Missouri, Louisiana, etc.) – 8.4%
- Northwest (Alaska, Washington, Oregon, Idaho, Montana, Wyoming, etc.) – 2.2%
- Southwest (California, Nevada, Hawaii, New Mexico, Arizona, Colorado, etc.) – 6.4%

### Sizes of Organizations Responding

Employers from organizations of all sizes were represented in this year's survey. Responses ranged from employers with 1 to 99 salaried employees (excluding clerical and laborer staff) to organizations with more than 10,000 salaried employees on their payrolls.

Organizations with 100 to 499 employees were represented 28.5% of the respondents; those with 1,000 to 4,999 employees represented 20.4% of the respondents; and organizations employing 1 to 99 personnel represented 24.8% of the respondents. Organizations with 500 to 999 employees were represented by 13.7% of the respondents; those with 10,000 or more employees were 9.3% of the respondents; and organizations employing 5,000 to 9,999 personnel represented 3.3% of the employers replying to this year's survey.

### Minority Hiring Results

Among the 10,375 new college graduates hired by surveyed organization last year (1994-95) were 1,885 minorities (Black/ African-Americans, Hispanic/Latino Americans, Asian/ Pacific Islanders, or Native Americans). For this analysis, 196 surveyed employers reported data. Minorities represented 18.2% of the new college graduates joining surveyed organizations in 1994-95. In the previous two years—1993-94

1994-95. In the previous two years—1993-94 and 1992-93, minorities represented 16.2% and 26.2%, respectively, of the new hires.

## New Hires With Career-Related Preprofessional Experiences

Surveyed organizations hired 1,288 new college graduates who had completed career-related preprofessional experiences (cooperative education, internship, and/or practicum positions) prior to graduation during 1994-95. Data were reported by 83 organizations that hired 2,688 new college graduates. The new graduates who had completed career-related preprofessional experiences represented 47.9% of the new hires in surveyed organizations during 1994-95. These new hires did not necessarily complete their preprofessional experiences with surveyed organizations.

Of the new graduates hired into surveyed organizations during 1993-94, 58.1% had career-related preprofessional experiences.

## Women Hired

Women are 42.9% of the new hires in 166 surveyed organizations reporting gender data. Of 5,360 new hires in these organizations, 2,304 are women. For 1993-94, women represented 44.1% of the new hires, and the previous year (1992-93), women represented 38.9% of the new hires.

## Traditional Liberal Arts Graduates Hired

Liberal arts majors represented 7.6% of the new college graduates hired by surveyed organizations during 1994-95. Of the 15,323 new college graduates employed by 129 surveyed employers, 1,160 graduated with traditional liberal arts majors (i.e. English, history, foreign languages, social sciences, communications, etc.).

Of the new college graduates hired in 1993-94 by surveyed employers, 15.6% were liberal arts majors. For 1993-94, surveyed employers reported that 2,607 of 16,677 new college hires were liberal arts majors.

## Individuals with Disabilities Hired

Individuals with disabilities represent 0.2% of the new hires in surveyed organizations in 1994-95. Data on hiring of individuals with disabilities were reported by 122 surveyed employers. Of 14,175 new hires in organizations reporting this data, 29 were individuals with disabilities. Data from previous years indicate that 0.6% of new college hires in 1993-94 and 1.7% in 1992-93 were individuals with disabilities.

## Advanced Degree Graduates Hired and Expected Hires This Year

Advanced degree graduates represent 21.1% of the new hires in surveyed organizations last year (1994-95). Of 3,239 new college graduates hired by 75 surveyed organizations last year, 685 were new graduates with advanced degrees (i.e. MA, MS, MBA, or PhD graduates).

During the prior year (1993-94), hiring of advanced degree graduates totaled 22.1% of the new hires in surveyed organizations. There were 3,843 new graduates with advanced degrees hired of 17,408 new college hires reported by 190 surveyed organizations.

## New Graduates Hired as Contract/ Temporary Employees

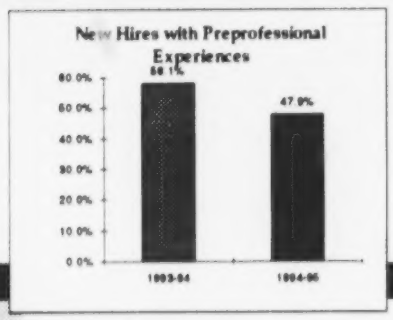
Among the new college graduates hired last year (1994-95) by 129 surveyed organizations, 129 are contract and temporary personnel (full-time equivalents). Hence, new contract and temporary personnel represent 4.2% of the new hires in surveyed organizations in 1994-95. The previous years — 1992-93 and 1993-94, new contract and temporary personnel were represented by 1.2% and 2.7%, respectively, of the new hires.

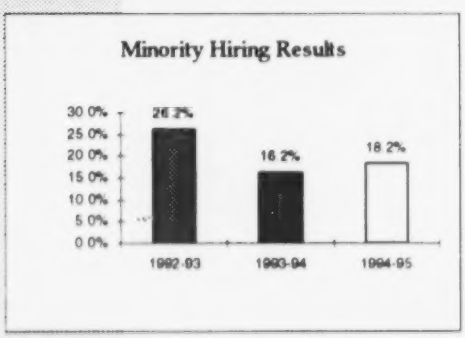
## Low Supply/High Demand Hiring Goals

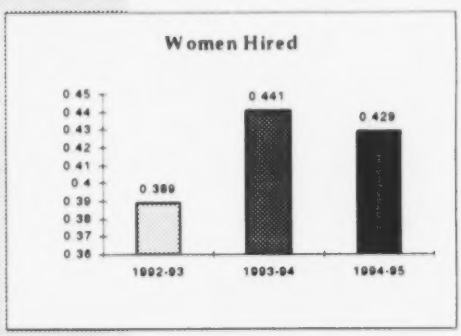
at a glance

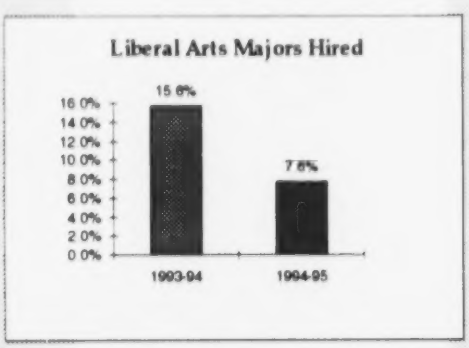
# The 1994-95 Hiring Profile

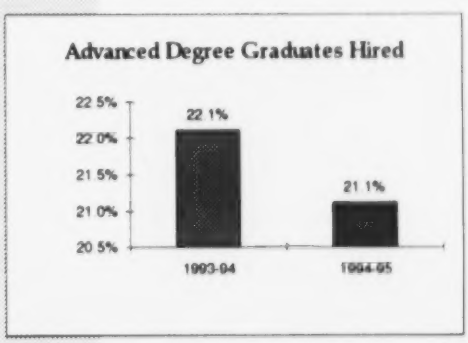
for surveyed employers

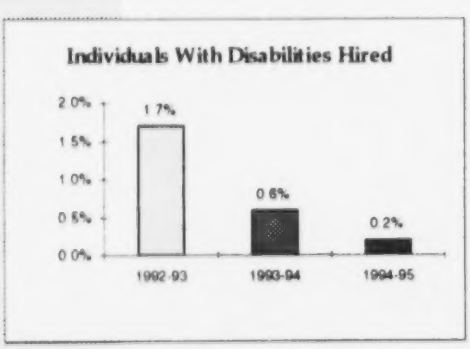


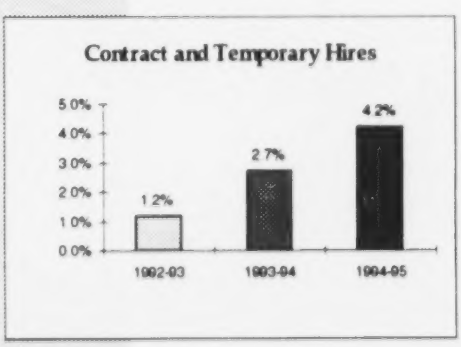



# Growing Occupations and Promising Employment Trends

Surveyed organizations were invited to recommend growing occupations and employment trends with promising futures for new college graduates to consider. Employment trends and occupations with the most favorable prospects, according to surveyed employers are:

- Business occupations – marketing and sales representatives, product managers, pharmaceutical sales representatives, technical sales representatives, direct marketing representatives, interactive marketing representatives, materials and logistics management staff, accountants, construction management, finance majors, financial consulting, financial analysts, financial information systems designers, MBAs, entrepreneurs, technical analysts, and retailing managers;
- Engineering areas – chemical engineers, electrical engineers, electronics engineers, environmental engineers, mechanical engineers, chemical engineers, computer engineers, management information systems engineers, software engineers, industrial engineers, manufacturing engineers, transportation engineers, bio-engineers, and civil engineers;
- Computer scientists – software engineers, software programmers, multi-media programmers, computer programmers, computing/information technologists, computer graphics, management information systems specialists, computer and information sciences, local area network managers, wide area network managers, computer classes with any academic major, computer system designers, computer hardware and software specialists, management information systems technologists, and human resources technologists;
- Health professionals – occupational therapists, physical therapists, pharmacists, dietitians, vocational rehabilitation counselors, healthcare operations managers, MDs, advanced practical nurses, nurse practitioners, nurse anesthetists, nurse clinicians, medical laboratory technicians, and physician's assistants;
- Business and service occupations – advertising, lawyers, human resources managers, management consultants, labor and mediation specialists, and restaurant managers; and
- Scientists – food scientists, silicone and polymer chemists, paper scientists, solid waste management technicians, environmental/regulatory law specialists, environmental scientists, and industrial technologists.

This year when recruiting new college graduates on college campuses, most surveyed organizations (66.5%) met all their hiring goals. For organizations that **did not meet** their hiring goals, the following academic majors, degree levels, or particular qualifications are desired and were not found:

- Engineers – electrical engineers, electronic engineers, industrial engineers, chemical engineers, manufacturing engineers, project engineers, and mechanical engineers. (Low government salaries in engineering and technical science fields make it hard for government agencies to compete with businesses and industrial organizations.)
- Computer scientists – computer programmers, systems analysts, computer engineers, software engineers, computer network managers, network computer analysts, applications programmers, management information specialists, interactive media specialists, and programmers.
- Business majors – accountants, tax accountants, auditors, restaurant management majors, marketing/sales majors, business management majors, commercial lenders, investment counselors, economists, quantitative analysts, and retailing assistant managers.
- Health professionals – pediatric nurse practitioners, ob-gyn practitioners, nurse anesthetists, nurse clinicians/practitioners, registered dietitians, hospital administrators, and dental hygienists.
- Female and minority applicants – especially in engineering, chemical engineering, mechanical engineering, commercial construction, and advertising majors. A particularly low supply of minority engineers was reported, and an over abundance of foreign students without working permits was related. Goals for hiring persons with disabilities were not met either.
- Graduates willing to relocate.

## Current Employment Among Surveyed Organizations (Total Salaried Employees)

Organizations responding to this year's *Recruiting Trends* survey employ 2,161,982 total salaried personnel (excluding clerical and laborer staff). The total salaried employees in surveyed organizations represent approximately 4.0% of salaried employees on the payrolls of all business, industry, and government agencies in the United States.

According to the U.S. Department of Labor, approximately 54,516,000 salaried employees work for businesses, industries, and government agencies throughout the United States.[1]

## Total New Hires — New Graduates and Experienced Personnel

Surveyed employers hired 71,974 new salaried employees last year (1994-95). This included new college graduates and experienced individuals. Of these, 9.1% were new college graduates and 90.9% were individuals with experience in other organizations.

## Contract/Temporary Employees

Contract and temporary personnel (full-time equivalents) were represented by 36,401 of 400,717 total salaried personnel (excluding clerical and laborer staff) on the payrolls of surveyed employers. Data was reported by 128 employers. Contract and temporary personnel represented 9.1% of the salaried employees on the payrolls of these organizations.

Of the personnel employed by surveyed organizations in 1993-94 and 1992-93, 4.6% and 4.3%, respectively, were contract and temporary personnel. These data suggest an increase of contract and temporary personnel working for surveyed employers.

## Salaried Employees Laid Off

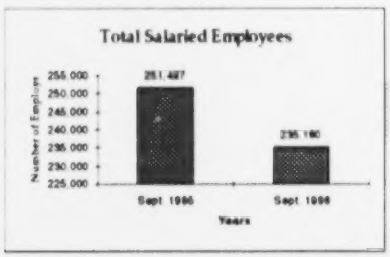
Within the last year (1994-95), 4,192 salaried employees were laid off by 128 surveyed organizations reporting data for this question. This represents 1.5% of the 279,921 salaried employees on the payrolls of these organizations in 1994-95. Layoffs in 1992-93 and 1993-94 were represented 7.8% and 5.0%, respectively, of the salaried employees on the payrolls of surveyed organizations.

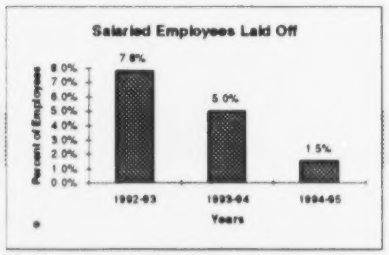
## Retirements Among Salaried Employees

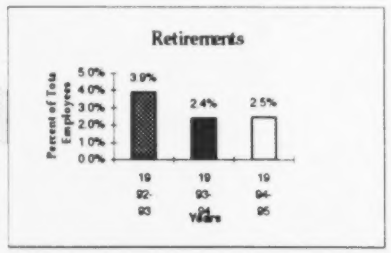
Retirements of salaried employees from surveyed organizations last year (1994-95) totaled 5,259 full-time equivalent staff. On the payrolls of 109 employers reporting retirement data were 206,854 full-time salaried staff. Consequently, retirements were 2.5% of the total workforce employed by surveyed organizations. Retirements represented 2.4% of the salaried workforce employed by surveyed organizations in 1993-94 and 3.9% in 1992-93.

## Expected Employment Trend for Salaried Employees Next Year (1996-97)

Salaried employees on the payrolls of sur-



veyed organizations at this time next year (September 1996) are expected to total approximately 235,160. Presently employed by surveyed employers are 251,497 salaried employees. This represents an expected decrease of 6.5% in salaried personnel employed by surveyed organizations. From these data, one could conclude that surveyed employers are progressively downsizing their organizations.

## Telecommuters Among Current Employees

Among 412,985 total salaried employees (excluding clerical and laborer staff) working for surveyed organizations, 202 were telecommuters. Data were reported on telecommuters by 125 organizations. For purposes of this survey, a telecommuter is defined as an individual working from home at a location other than an office using communications technologies to perform a job. Thus, telecommuters represent 0.1% of the total workforce currently employed by surveyed organizations.

## Sources of New Hires

Employment applications, including all sources of inquiry, received by surveyed organizations last year (1994-95) from new college graduates seeking employment opportunities totaled 191,348. Of these applicants, 11,113 were interviewed by surveyed organizations (5.8%).

Campus interviews conducted by surveyed organizations totaled 38,328. This represents 27.4% of the total interviews conducted by surveyed organizations.

The result of these interviews was a total of 4,838 new college graduates hired by surveyed employers. Therefore, 12.6% of the campus interviews and 3.6% of all interviews resulted in hires of new college graduates.

Campus recruitment activities provide a majority of the new college graduates hired by surveyed employers. On-campus interviewing, career fairs, referrals from campus resume databases, campus visits with presentations to student groups, and job listings posted on campus with college placement offices lead the list of most successful campus recruitment resources.

Advertisements were another primary source of new college graduates. Included were advertisements in professional journals, newspapers, and campus publications. Direct mailings were utilized with some effectiveness, according to surveyed employers.

Unsolicited referrals were also successful, either because of the reputation of the organization or from faculty, current employees, or college alumni. Visits to individual academic departments and selected administrators were identified as winning techniques.

Internships and cooperative education students inspired numerous applicants to submit unsolicited letters of application and resumes. Summer work was productive too. Word-of-mouth was thriving among college students.

Temporary agencies and contract employees were additional sources of new hires. Headhunters were mentioned on occasion by surveyed employers.

Internet resources were a relatively new origin for new college graduates hired by surveyed organizations. Experiences reported thus far by surveyed organizations were quite limited.

## Campus Visits Last Year and Expected This Year

Campus visits by surveyed employers when recruiting for new college graduates this year (1995-96) were expected to increase by 1.3%. Surveyed employers each visited approximately 11.4 campuses for recruiting last year (1994-95), and this year (1995-96), an average of 11.5 campuses will be visited by the respondents.

## Outstanding Career Services Operations

Career services at colleges and universities are regularly used by surveyed organizations

when hiring new college graduates[2], but some offices provide better services than others. The services offered by outstanding career services offices include: comfortable interviewing rooms, computerized resume databases on graduating students, resume referrals when requested, effective communications with employers, and adequate preparation of graduating students.

Interviewing rooms should be large with a comfortable room temperature. Scheduling of campus interview visits should be well-organized and efficient. Resumes or candidate credentials should be provided ahead of time (1-2 days). Candidates on the employers' interviewing schedules should be pre-screened and limited to individuals matching the employers' preferences. Schedules should be prepared so recruiters can begin interviewing with little or no preparatory work. Recruiters should have the ability to call candidates without leaving the interviewing room. Phones, accessible restrooms, and refreshments should be readily available to recruiters. Scheduled breaks should be provided.

One recruiter wanted personal service—an assigned student to make copies for the recruiter, bring coffee, and call students for interviews who were on the overflow sheet for campus interview schedules.

Resume referrals and pre-screening of candidates were mentioned by several employers as important services. Resume referral services already provided by career services were great, according to surveyed employers. Electronic databases of graduating students for all academic majors at each institution were recommended. Computerized resume databases with up-to-date materials, available well in advance of campus visits, and obtainable on diskette were endorsed, but lists of graduating students were the minimum acceptable standard.

Thorough publicizing of employer visits through campus publications and direct access to graduating students well in advance of recruitment dates were advocated. Meetings with employer representatives prior to campus interviews were advised too.

Some career services staff actively pursued students to sign up for on-campus interviews when they felt there was a good match. Likewise appreciated was referral of capable candidates for specific job openings.

Closed interviewing schedules were used by certain employers. For these organizations, the opportunity to preselect candidates was especially significant. Pre-selection available at no cost and screening by grade point averages (GPA) were desired.

Preparation of graduating students for interviews was desired (i.e. researching companies, preparing resumes, teaching interview skills, how to use career fairs, etc.). Both coaching of candidates prior to interviewing and follow-up critiquing were favored. Sample interviews might be demonstrated. On occasion, it may be necessary to work on communication skills with graduating students.

Prompt arrival of graduating students with adherence to interview schedule was prescribed.

Cancellation of interviews by students on the day prior to a campus visit should **not** be permitted. Employers commended career services with rigid "no show" policies (i.e. letters of apology to employer, etc.).

Friendly, courteous, and professional staff were favorites. Staff were winners who provided excellent response time on telephone calls, who communicated accurate information about students at the institution, who fully understood the jobs the employers offered, and staff who tended to be more experienced, not college students who answered the phones. An excellent customer service focus among staff at the career services office was expected. Employers wanted personal contact with permanent personnel and to be treated well—a staff member who knew the employers by name, the employer's business, and the employer's needs. Candor and a personal touch were frequently mentioned. An attitude of: "What may I do for you" was the employers' first choice.

Parking near the career services offices was an expectation of surveyed employers.

Total recruiting under one roof (centralized operations) was mentioned as the preferred ca-

reer services operation. This wish was compared to "one-stop shopping" for all an employer's needs: full-time graduating students, co-op students, interns, alumni, etc. Good distribution of information to academic departments was urged.

Access to faculty and academic advisers was especially popular. Career services staff who arranged lunch meetings with faculty were applauded. When needed, help with arrangement of meetings with different individuals on campus was appreciated. Faculty feedback on graduating students was enlightening and appropriate. Also suggested were other opportunities for employers to become involved on campus.

Job postings should be advertised among graduating students and alumni if desired by employers. Organized job posting procedures, staff available to discuss job openings, and job posting procedures were appreciated.

Career fairs have been productive for some employers, and other employers found career fairs to be awkward, very time consuming, and ineffective.

Campus interviews never seemed to be scheduled when employers had openings, commented one employer. Another employer added, quick responses to employer requests and making interviewing space and date accommodations were valued.

## Criteria Used When Selecting Institutions For Campus Recruitment Activities

When rating colleges and universities prior to commitments for campus recruitment activities, several factors were considered by surveyed organization. Among the most important criteria were results from prior recruitment efforts, geographical location of the institution, academic majors offered, past success of alumni, and retention characteristics.

Proximity of the college or university in relation to the employer's facilities was a crucial issue. Employers noted frequently that willingness of graduating students to relocate was a problem.

Academic majors offered, quality of graduating students, and number of students in preferred majors were examined thoroughly. Quality of program, academic reputation, accreditation standards, course content of degree programs, and faculty recognition were considerable issues. Other factors included grade point averages of graduates, academic program's degree of difficulty, state-of-the-art facilities, and research conducted on key areas related to the employer's needs. Mentioned less frequently were national ranking on the corporation's list of "targeted" schools and alma maters of chief executive officers.

Successes with attracting quality graduates during previous recruitment activities was an incentive. Expectations of graduating students and serious interest in the organization shaped employer decisions regarding future appointments.

Affirmative Action and diversity of student populations provided additional incentives for employers to participate in campus recruitment activities. Depending upon the minority student enrollment at institutions, employers might be motivated to schedule additional visits.

Past successes of previous hires were recorded and recollected when considering colleges and universities for campus recruitment activities. Alumni with proven track records were strong encouragement for employers to schedule, and possibly increase, campus recruitment activities. Retention of new hires was an issue.

Effective communication with employers was a mighty incentive to initiate new campus recruitment activities. Personable staff, prompt replies to requests for information, and flexibility when working with corporate recruiters were noticed. Also cited as factors were appeal of recruitment policies and procedures at the institution.

## Usefulness Of Career Portfolios

Personal portfolios are used by some of the

surveyed organizations when new college graduates bring them to campus interviews or plant visits. Of the respondents, 8.6% use personal portfolios provided by applicants. Employers suggest that personal portfolios would be especially helpful for marketing, advertising, art director, artist, graphic designer, creative writer, copywriter, and landscape architect positions. Only a few employers were not familiar with personal portfolios.

The most useful materials in personal career portfolios used by employers when interviewing new college graduates were identified. Among the most helpful items are resumes, transcripts, lists of courses completed, job descriptions, job performance evaluations from co-op and internship experiences, descriptions of prior leadership positions held, a historical work experience perspective, and projections of career goals for the future.

Other items sanctioned for inclusion are writing samples, video examples, pamphlets explaining interesting career options, and letters of recommendation. Further examples include previous products produced, project design prepared, analyses completed, samples of college projects, special research papers, abstracts of research articles, and especially visual information.

## Time Required To Fill Job Vacancies

From the time job vacancies occur within surveyed organizations, it normally takes four to six weeks to fill an assignment requiring a new college graduate. Responses varied from one to 24 weeks, but the most frquent timelines for filling job vacancies are 4, 6, and 8 weeks. This normal timeline varies according to the academic major required to fill the assignment, the geographical location of the available position, and the time of year the vacancy occurs. When employers are selecting new college graduates before the beginning of a training program, the deadline is compressed to coincide with the start of the program.

## Benefits And Compensation Options

To accommodate new employee's needs, the following benefits and compensation options are offered by surveyed organizations:

- Interview travel expenses, including lodging, transportation, and ordinary related expenses;
- Relocation or moving expenses, temporary housing, house-hunting trip expenses, flexible spending accounts, and other moving expenses options depending upon circumstances; spousal assistance with job hunting;
- Flexible medical, dental, vision, life, and disability insurance options, including dependent care alternatives; wellness dollars; and use of organization's fitness center;
- Retirement contributions, 401Ks, profit-sharing, savings plans, and deferred compensation;
- Child care referral services and emergency/ holiday child care;
- Signing bonuses, salary advances, lease car programs, and telecommunication discounts, interest-free loans, and graduate and professional school tuition assistance;
- Starting salaries competitive with comparable organizations; pay for overtime, higher salary based upon perceived abilities, commissary privileges, cost-of-living checks, longevity checks, and bonus pay programs;
- Part-time schedules, voluntary work reductions, flexible work hours, flextime, job sharing, four (4) day work weeks; and
- Vacation leave paid, holiday pay, paid sick leave, and paid personal leave time for weddings and vacations already scheduled.

All these benefits and compensation options are **not** offered to new college graduates by any one surveyed organization. However, several of these benefits and compensation options are offered by each surveyed organization.

Overtime compensation programs for new college graduates working more than 40 hours per week are offered by 26.6% of surveyed organizations. Ordinarily, exempt employees (salaried staff) receive straight salary and no

time work. Non-exempt and hourly staff receive time and a half pay for hours worked beyond 40 per week. A few employers offer compensatory time to salaried employees, at time and a half, for hours worked beyond 40 per week. Incentives mentioned for salaried employees include profit sharing, bonus salary programs, and incentive pay. At one organization, staff may choose an additional salary payment for overtime or an accumulation up to 80 hours in an overtime bank which may be applied toward additional vacation time.

## Earn Enough For Comfortable Living

New college graduates hired by surveyed organization ordinarily earn enough money to live comfortably. This is the viewpoint of 96.7% of the surveyed organizations.

According to employers, new college graduates who hold entry-level positions, especially in engineering and technical assignments, are fairly compensated. Most employers try to keep current with starting salary rates paid in their industry. Thus, wages paid to new college graduates are competitive with local and national salary trends.

If employers were not paying starting salaries commensurate with similar other organizations, they would not get many new hires. Most employers calculate starting salaries for new college graduates depending largely upon their degrees received and prior work experiences gain. Therefore, it might be perceptive of college students if they gained as many career-related work experiences as possible to increase their prospects of a higher starting salary.

Comfortable, noted employers, has many definitions. It depends upon marital status, amount of college loans to pay, car payments, etc. If the expected standard of living is the best cars, living accommodations, and social gatherings, then the new college graduates might not be "comfortable." Initially, it is recommended that the new graduates have a roommate to share expenses.

State government employers lamented their plight. They feel private sector employers pay more in almost every position compared to state government wages.

For new marketing and sales representatives, the first six (6) months might be difficult. Until these new college graduates begin to earn commissions, they live off a base salary. Up front, employers tell the new graduates about this situation, and most employer offer living suggestions for inexpensive housing nearby.

In Alaska, starting wages result in minimal living conditions. So new college graduates obtaining job assignments in this geographical area should be forewarned.

Employers report that cost-of-living differences are paid to new college graduates who are hired for some expensive geographical areas of the country.

Few new college graduates hired by surveyed organizations last year are working more than one job. Only 5 of 21,830 total new hires (0.1%) are working more than one job, according surveyed employers. At least, the new graduates did not tell their employers, if they are working more than one job.

## Percentage Change Expected In Starting Salary Averages

Starting salaries offered to new college graduates hired this year (1995-96) are expected to be 1.4% to 2.9% higher than a year earlier (1994-95). Expected starting salary increases for this year are slightly higher than a year ago. During the last three years, starting salaries increased by 1.3% to 2.2% in 1994-95, 0.4% to 1.6% in 1993-94, and -0.6% to 1.3% in 1992-93.

Highest among anticipated increases, above 2.0%, for this year (1995-96) are starting salaries for academic majors in mechanical engineering (2.9%), computer science (2.9%), electrical engineering (2.6%), marketing and sales (2.4%), chemistry (2.1%), industrial engineering (2.1%), and physics (2.0%).

Increases below 2.0% include accounting (1.8%); hotel, restaurant, and institutional management (1.8%); mathematics (1.8%); human resources

# Greatest Concerns Of New College Graduates

According to employers, the greatest worries of new college graduates hired by surveyed organizations, in order of importance, are:

**Always Important**

Opportunities for advancement
Compensation and salary adjustments

**Sometimes Important**

Benefits provided by the employer
General working conditions
Not being valued by the organization
Supervisor's appreciation of work accomplished
Possibilities of job loss
Balancing work and family life
Lack of opportunities to learn

**Seldom Important**

Pressures from work affecting family
Discipline received from supervisor
Sexual harassment

Although these are the concerns of new college graduates at the time of employment, the anxieties of the new graduates change once they are employed. Almost immediately, the apprehensions of the new hires turn to the geographical location of their first assignment, assimilation factors related to their new work environment, and progress of families. Although balance between work and family life are strong issues in surveys conducted by employers, new hires never say this when interviewing with prospective employers.

management (1.8%); chemical engineering (1.8%); social science (1.7%); liberal arts/arts and letters (1.7%); advertising (1.7%); financial administration (1.7%); nursing (1.7%); geology (1.6%); education (1.6%); human ecology/home economics (1.6%); civil engineering (1.5%); retailing (1.5%); agriculture (1.5%); telecommunications (1.5%); journalism (1.4%); communications (1.4%); general business administration (1.4%); and natural resources (1.3%).

Starting salary increases of 1.8% to 2.4% are expected for advanced degree graduates: 2.4% for MBAs, 2.2% for master's degree graduates, and 1.8% for doctoral degree graduates.

When reporting on starting salary increases for women, minorities, and individuals with disabilities, surveyed employers expected increases of 2.3% for women, 2.2% for minorities, and 2.0% for individuals with disabilities.

## Estimated Starting Salary Averages

Although average starting salaries for most academic majors are listed, new college graduates should realize that their actual starting salary offer may depart considerably from these averages because of the geographical location of the position offered, the size of the employer extending the offer, local cost of living conditions, the graduate's prior career-related work experiences, the academic success achieved by the graduate, and the personality characteristics of the individual. These salaries are averages.

Starting salaries for advanced degree graduates are expected at $40,425 for MBAs, $36,624 for master's degree graduates, and $40,873 for doctoral degree graduates. Depending upon the academic major of the advanced degree graduate and any related work experiences accomplished, the starting salary for an individual could vary considerably from this average, either higher or lower.

When calculating anticipated starting salary averages for 1995-96 graduates, data were used from actual starting salary offers and acceptances contained in the *Interim Salary Report 1994-95* published by the Collegiate Employment Research Institute at Michigan State University,

# ESTIMATED STARTING SALARIES
## FOR NEW COLLEGE GRADUATES IN 1995-96

### Academic Majors

| Bachelor's Degree Graduates | Percent Change | Estimated Starting Salary |
|---|---|---|
| Chemical Engineering | 1.8% | $41,182 |
| Mechanical Engineering | 2.9% | $37,265 |
| Electrical Engineering | 2.6% | $36,706 |
| Industrial Engineering | 2.1% | $35,695 |
| Computer Science | 2.9% | $34,462 |
| Nursing | 1.7% | $33.531 |
| Civil Engineering | 1.5% | $31,987 |
| Physics | 2.0% | $30,598 |
| Chemistry | 2.1% | $29,106 |
| Mathematics | 1.8% | $28,933 |
| Accounting | 1.8% | $28,575 |
| Geology | 1.6% | $27,820 |
| Financial Administration | 1.7% | $27,518 |
| General Business Admin. | 1.4% | $26,062 |
| Marketing/Sales | 2.4% | $26,021 |
| Agriculture | 1.5% | $25,206 |
| Education | 1.6% | $24,980 |
| Human Resource Management | 1.8% | $24,977 |
| Retailing | 1.5% | $24,628 |
| Hotel, Rest. Inst. Mgt | 1.8% | $24,219 |
| Social Science | 1.7% | $23.856 |
| Natural Resources | 1.3% | $23,809 |
| Telecommunications | 1.5% | $23,106 |
| Advertising | 1.7% | $22,936 |
| Communications | 1.4% | $22,826 |
| Human Ecology/Home Economics | 1.6% | $22,812 |
| Liberal Arts/Arts & Letters | 1.7% | $22,318 |
| Journalism | 1.4% | $20,154 |
| **Averages for Graduate Degree** | | |
| Ph.D. | 1.8% | $40,873 |
| MBA | 2.4% | $40,425 |
| Masters | 2.2% | $36,624 |

SOURCE: Average annual starting salaries for 1994-95 graduates were used from the Collegiate Employment Research Institute. 1995. *Salary Report 1994-95* (Interim Report for November 1,1995). East Lansing, Michigan: Career Development and Placement Services, Michigan State University; and the College Placement Council's *Salary Survey for 1994-95*. September 1995. Bethlehem, PA: College Placement Council, Inc.

East Lansing, Michigan (November 1, 1995), and the *Salary Survey 1994-95* published by the National Association for Colleges and Employers in Bethlehem, PA. (September, 1995) for selected academic majors.

## Skills And Competencies Possessed By The Best New College Graduates

The most outstanding new college graduates ever hired by surveyed organizations possess skills and competencies that distinguished them from other new college graduates. From the recognizable attributes supplied by surveyed employers, a composite of characteristics describing these individuals was created. The following attributes were included:

- Possesses energy, drive, enthusiasm, and initiative; hard-working; eager; professional and positive attitude, strong self-motivation and high self-esteem; confident; assertive yet diplomatic; determined; flexible; sincere and preserves integrity; disciplined; dependable; ambitious; risk-takers; uses common sense;
- Quick learner, asks questions, rapidly adapts textbook learning to the working world; analytical; willing to continue education and growth; bright; committed to excellence; adaptable; independent thinker; recognizes value of learning while on the job; not afraid to try new things; open-minded;
- Excellent working knowledge of computers; established word processing, spreadsheet, database, and presentation software competencies; excellent computer literacy;
- Good writing skills; excellent oral communication skills; listens well; compassionate; empathetic; interpersonal abilities; excellent problem-solving and analytical skills; creativity and innovation talents; research expertise; determines goals and meets them;
- Strong organizational skills, attention to details, and leadership skills; customer focused; loyal to organization; readily accepts and handles responsibility; embraces ownership for areas of responsibility; action oriented and results driven;
- Team spirited, understands group dynamics, and works well in group settings; team player; technically competent; mature, poised social skills; goal oriented; understands sense of urgency; personable; always willing to help others; enjoys humor;
- Willing to learn the organization's business from the most "menial" tasks and starting at the "bottom" at an entry-level position; academic excellence in their field of study; record of success; challenges organization's way of conducting business; willing to accomplish more than required; views the organization's total picture, not just one area of specialization;
- Diversity aware; understands political correctness; treats others with respect and dignity.

For one new college graduate to possess all these attributes would be asking too much, but most distinguished new college graduates hired by surveyed organization hold several of these skills and competencies.

## Competencies New Graduates Need To Be Successful

To be successful in surveyed organizations, new college graduates need many competencies, knowledge, and expertise. The surveyed organizations noted the following as the important components:

- Computer literacy a requirement; programming and software utilization abilities desired; tuned to computers; familiarity with computer software relevant to field of study; knowledgeable about client-server/personal computer working environments; must understand basic wordprocessing, spreadsheet, powerpoint, email, and database programs; effective with computer operations in Windows; some computer-aided design (CADD) assignments;
- Leadership abilities; able to accomplish tasks through others; self-directed; uses initiative; innovative; resourceful; creative, team player;

people oriented; productive; ability to arrive at decisions quickly; ability to resolve conflict situation to win-win situations;

- Analytical thinking and problem-solving skills; good logic; ability to apply statistical analysis to the bigger picture; good critical-thinking processes; able to think on their feet and on the go; common sense; able to think, analyze, assimilate, and synergize quantities of information into a solution;
- Excellent communicator; active listener; effective and fluent speaker; outstanding writer; excellent research skills;
- Foreign language competency beyond English, especially Spanish, Japanese, German, French, Chinese, Russian, or Portuguese; open-minded to global workplace; acceptance of people from different cultures; understanding, appreciation for, and adaptability to multi-cultural environments; skillful at working successfully with a variety of people; must value diversity, able to relocate worldwide;
- Flexible and adaptable; able to adapt to an ever-changing work environment; able to learn quickly.

New college graduates need competencies, knowledge, and expertise in most of these areas. Any deficit capacities will quickly be revealed in the fast-paced, multicultural work atmosphere described by surveyed employers.

## Deficiencies Noted Among New Graduates

Several deficiencies were noted among current new college graduates that might be remedied for future generations of college students, according to surveyed employers. The most noteworthy ones disclosed by employers were:

- Marginal communication skills, both oral and written competencies; Especially an inability to write effectively; desired were communication and people skills needed for moving into management positions; lack of appreciation for differences in people; do not handle inter-

## A College Or University Program To Prepare The Best New Graduates

If surveyed employers were designing college or university programs to prepare the best possible new college graduates, they would demand definite components, elements, or requirements. Among the stipulations would be the following:

- Mandatory work experiences in a field of study (i.e. part-time jobs, summer employment, practicum, internships, cooperative education assignments, etc.); learn by doing and being involved; hands-on, practical experiences; case study work; "real-world" work orientation; engage professors and other instructional staff with outside work experiences; provide management simulations;
- Abundant computer work in applications for basic computer literacy;
- More problem-solving and less memorization; achieving results through proper management and leadership; furnishing experiences for challenging and testing college students; intellectually challenging, critical thinking situations;
- More emphasis on people aspects; team-based assignments; group projects and associated evaluations; create a project/team environment; learn project management; strengthen team-player development;
- Increased stress on communication skills—writing, research, public speaking, conversation, listening, presentation, and related topics; grammar; coherency; interpersonal skills; conflict resolution and problem solving;
- Well-developed logic and reasoning skills; build good judgment and decision-making skills; accounting skills; technical expertise; exposure to high-tech, state-of-the-art equipment; teach independent goal setting and accomplishing tasks on time;
- Recommended classes outside their major academic field to broaden their perspective; nourish broad knowledge base; learn a second language and become conversational; arrange broader course outlines; introduce an international perspective;
- Stimulated leadership in extra-curricular activities; model entrepreneurships; development of social skills;
- Training provided on resume preparation, interviewing skills, career planning, job search skills, and other job campaigning topics; a compulsory course in preparation for life after college;
- Information and research data for college students about changing workforce needs, teach students to respond positively to change; proactively searching for opportunities with change;
- A sense of character and professionalism; ethics coursework; work with the poor; business protocol training.

College and university programs designed from the employers' viewpoint might prepare new collegae graduates with distinctly altered requirements and utilizing very different ingredients.

# New Employment Trends And Changing Work Environments

Employers were invited to tabulate any new employment trends or changing work environments they noticed that might help new college graduates prepare for the future. The outstanding patterns reported by employers were:

- More downsizing; less job security; greater competition from experienced baby-boomers who were downsized out of jobs; fewer jobs; declining job prospects for management and executive level positions achieved through layoffs and attrition; less upward mobility due to flattening of organizations.
- A faster paced work environment; work performance using a range of skills versus single-function assignments; more responsibilities assigned to each job; greater demand for flexibility; longer working hours; working on some holidays and Saturdays; expanded general job performance skills; demand for employees who were willing to do it all, multi-skilled; accelerated flow of information.
- Quicker decision-making required; greater need to learn and develop current skills; getting more done with less.
- More importance placed on computer use, interaction, and knowledge; more computerization of work; more technologically advanced work settings; computer literacy a must; rapidly and continuously changing technologies; Internet access; increased use of electronic media.
- Greater demand for experienced workers; new college graduates are cheaper to hire but more expensive to train; expect to begin contributing earlier.
- More contract, consulting, temporary, and part-time job opportunities; fewer full-time employment prospects for new college graduates right after graduation; may need to start career in a job which does not require a college degree and then work into a degree-required position.
- Corporate dress codes becoming more casual; growth of open working spaces; more multicultural work environment; non-traditional work schedules, including virtual office; swing back to better blend of family and work life.
- Expanded teamwork emphasis; more team and work cell environments with a work world that is more "we" than "me" oriented; total quality management (TQM); more accountability; more responsibility at all levels.
- More privatization affecting government hiring; more new graduates selling their services on a job-to-job basis; more self-employed, self-directed individuals; more entrepreneurial leadership; greater marketing and sales orientation.
- Performance pay programs; softening, or decrease, in salaries; more hours of work, less pay.
- Expectation that employees will relocate; changing of career areas more frequently, from engineering to marketing to manufacturing.
- Global/international work environments; more temporary work assignments overseas.
- Greater emphasis on customer service—both internal and external; more customer focused quality (CFQ).
- Prospects for telecommuting expected to increase during the next 3-5 years; more manufacturing space and less office space; more flexible work arrangements (time and place).

views well; lack some social graces; poor interpersonal skills and presentation talents;

- Too textbook-oriented; not enough applications-directed; too theoretical, not enough practical experience; many have a steep learning curve that not all survive; work ethic is not strong enough; not willing to tough it out until the job is finished;
- Lack career focus; poor career planning, self-assessment, and career direction; seem to be less career-oriented; too flexible; expect recruiter to identify all appropriate career alternatives; inadequate research of the employer; not willing to give long-term commitment;
- Inability to work effectively in team settings; leadership skills are not well-developed;
- Arrogant; think they know more than they really do; want supervision too fast; should commit to work as a priority, produce results first, and seek rewards later; salary expectations are too high compared to the job performance contributed by new college graduates; an attitude that "I've completed college. You owe me a job. What can the company do for me?"
- Are often too anxious to get ahead; unwilling to start at the entry-level; very impulsive; need to learn to listen and think more before reacting;
- Adjusting to the corporate setting versus campus life; need more confidence; need to be more focused; unfamiliar with the professional work culture; do not understand organizational hierarchies; see "training" as a class

with a three-ring binder rather than practical training;
- Unwilling to relocate; immature; can't work independently; ambivalent about their jobs; no enthusiasm; not interested in learning more than is required; not accepting of diversity; less willing to work long hours.

## Unique Techniques And Approaches Used By Liberal Arts Graduates

For liberal arts graduates to gain employment in surveyed organizations, it is sometimes necessary for them to use unique techniques and/or approaches. Respondents mentioned some of the very best approaches they had observed. They included:

- Creative resumes; flashy, unique resumes; brightly colored paper; a catchy marketing approach;
- Persistence; willingness to accept an entry-level job to prove themselves; selling themselves on their "trainability";
- Selling their work experiences, campus leadership expertise, or extra-curricular participation, instead of their prior coursework;
- Getting on the organization's campus interviewing schedules;
- Starting in various clerical positions and receiving promotions with experience; beginning with temporary agencies and getting opportunities as they become available; and
- Offering language proficiencies.

## Entry-Level International Assignments For New College Graduates

Surveyed employers rarely offer international or overseas assignments to entry-level new college graduates. Of 139 organizations responding, 13 granted international or overseas opportunities to new college graduates (9.3%).

The assignments, when granted to new college graduates, are most commonly :

- Technical, computer programming, engineering, or systems design and development assignments requiring short-term travel,
- Limited travel to Japan, Germany, Italy, other European countries, Korea, Asia, or Egypt; training within the first year to learn product lines or work activities within an organization,
- Temporary duty obligations with the parent company after a few years of professional work in the U.S.; aboard research vessels that visit international ports;
- Operations work (temporary duty) or customer service in Mexico or along border areas;

For international and overseas assignments in most surveyed organizations, employees need a minimum of 3 years of experience with the organization, unless they have a language expertise that nobody else in the organization possesses.

## Assessments Used On New Graduates

Surveyed organizations (28.8%) are infrequently utilizing assessments (testing, personality inventories, etc.) other than interviews when hiring new college graduates. Of 145 employers responding, 42 are using assessments other than personal interviews.

The assessments (testing, personality inventories, etc.) used by employers include Inventory II (basic intelligence test), N-2 and CA-2 (mathematical and clerical by Stevens-Thurow), and the PSI-CS by London House. Also used are personality trait testing, critical thinking and personality tests, Gulifond-Zimmerman aptitude surveys, and the Wonderlic.

Others listed by employers are writing and editing tests, PSR sales and marketing tests, case presentations, programming aptitude tests, and personality profiles.

Similar to personal interviews, assessments used by employers include supervisory evaluations, analytical evaluations, multiple follow-up interviews, portfolios provided by career services offices, and psychologist exams.

## Special Techniques Used When

## Advertising To New Graduates

When advertising available employment opportunities to new college graduates, surveyed organizations use various techniques. Among the most popular ones reported by employers are advertisements, career fairs, job listings posted with placement offices, posters distributed on campuses, prescreened resumes requested from placement offices, campus information sessions, classroom presentations, visits with college faculty and staff, and interview blitz days. Others include Internet resources, Web site notices, "comic strip" advertisements in college newspapers, pizza parties to targeted student associations, employer brochures, company-prepared videos, campus interviews, email messages, faxes, personal telephone calls, notices sent directly to specific academic departments, student receptions, alumni networks, *Job Choices*, and *Peterson's Job Opportunities*.

For recruitment of minorities, employers use advertisements in publications targeted to racially and ethnically diverse audiences. In addition, employers send mailings to agencies specializing in services to minorities.

## Web And Other Internet Resources Used By Employers

Of the surveyed employers responding to this survey, 27 organizations (18.4%) have established "Home Pages" on the Internet for communicating human resources information to new college graduates. This compares to 6.1% of surveyed employers who had established "Home Pages" by May 1995[3]. Employers are promptly communicating the Internet addresses for their "Home Pages" to college and university career services offices and graduating college students. Many employers report that they are in the process of planning and creating home pages.

For identification of new college graduates to fill job openings, 32 surveyed employers (22.1%) use Internet resources. Internet resources used by these employers include: the World Wide Web (www) Home Pages, On-Line Career Center, Career Mosaic, America On-Line, Prodigy, selected university on-line applicant databases, and JobWeb by the National Association of Colleges and Employers (NACE).

Hiring of new college graduates by surveyed employers from Internet resources is minimal. Of 32 employers reporting use of Internet resources, a total of 22 new hires was retrieved using this source.

Databases for collecting resumes of new college graduates on the Internet are established by 10 of 147 surveyed organizations (6.8%). The Internet addresses for these databases are thoroughly publicized to college placement offices, according to employers.

## Programs Implemented To Relieve Job-Related Stress

Most surveyed organizations (87.3%) have *not* implemented any programs to relieve job-related stress among recent college hires. In the opinions of these employers, no recent college hires are stressed—yet!

Employers offering stress management assistance provide a variety of options to new hires. Among the programs are:

Mentorships; preceptorships; checkups on new hires; pairing of new hires with existing employees; trainee outings; learning groups to share experiences; advisory groups assigned to each trainee (3 members per trainee);

Training course and seminars; orientation programs; trainee meetings; organization-wide programs; training and development meetings on time management; courses on stress management, enhancing self, and enhancing self-management for all employees;

Wellness programs; sports teams; in-house fitness center; wellness classes for all employees; workouts at lunch time (self-initiated), including extra time if necessary; social events to encourage friendly relations among co-workers; community service projects, office outings, and softball and volleyball leagues;

Employee assistance programs, including counseling offered to all employees, and a health

## Advice To Keep New Graduates From Becoming Obsolete

To keep their jobs from becoming obsolete in surveyed organizations, employers offer advice for new college graduates. Foremost was a reminder that it is the ***new graduate's responsibility*** to continue to develop themselves, regardless of the organization's efforts at keeping them up-to-date. The employers further suggest that new graduates:

- Continue lifelong education; stay current through coursework; upgrade skills; learn new responsibilities and procedures; read, read, read; ask for professional development opportunities so you will be qualified for other positions should your job become obsolete; take advantage of tuition reimbursement programs; those who never open a textbook following college graduation will be in trouble.
- Stay abreast of the latest development in your field of study; seek ways to stay progressive; get involved with professional trade associations and reliable work-related organizations; read trade journals; stay contemporary; attend seminars; jobs will become obsolete, but not people, if they are willing to grow in new ways.
- Never become complacent; display positive attitudes toward change; show initiative; look for ways to perform your job better each day; volunteer for diverse assignments; continue self-evaluation and skill enhancement; change to meet the organization's and customer's needs.
- Remain current on computer and automated office technology training; stay ahead of developing technology.
- Create value-added functions that positively contribute to the organization's bottom-line; constantly suggest improvements; inject new ideas into the work environment; proceed strategically in the direction of the organization is headed; network; challenge status quo; ask questions; be open-minded; search for ways to assume additional responsibility.
- Build leadership and management skills; seek ways to excel to higher levels; be eager and politely aggressive; be adaptable; step outside the comfort zone; reinvent your job tasks daily.
- Assemble a portfolio for keeping an updated report of all projects, seminars, workshops, courses, and significant changes that you have accomplished during your term of employment.

plan, including private counseling benefits;

Flexible work schedules; open door policy; special encouragement;

Relocation assistance to help the employee find alternative job opportunities.

### Efforts To Address Worker Alienation

Efforts are exerted by certain surveyed organizations (27%) to address the potential issue of worker alienation among new college hires. A few employers admitted that they did not know that this problem existed (12%). The attention and concern directed at this problem by considerate employers include:

- Mentorship programs; new hires mentored by those who recently completed the training program; leadership training courses; new college hire picnic;
- Management training program for integrating new graduates into the organization's system through familiarization; career adviser program; supervisory training on proper techniques for orienting new employees to the job and work environment; one-on-one sessions between managers and new employees;
- New hire committee for planning business and social events; strong informal networking among new hires; monthly meeting with new hires; special speakers for new recruits;
- Evaluation of existing employees on their ability to develop new hires; cultural diversity training for all employees.

For some employers responding to this ques-

tion, worker alienation is *not* an issue. According to these employers, their geographical culture (the Midwest) breeds very friendly people who create an amicable work environment.

Reported another employer, new college graduates are welcomed into the organization. "If the new graduates feel alienated, they probably have a problem we (the organization's recruiters) failed to recognize at interview time."

Commented another employer, "Our new graduates jump right into worthwhile employment. They can't be alienated based upon their workload and interaction with senior staff." There are no problems in this organization. A few other employers reported similar experiences—no worker alienation problems in their organizations.

## Signing Bonuses Offered By Employers

Signing bonuses are only offered to new college hires by 22 of 134 surveyed employers (16.4%). Most surveyed employers do not offer signing bonuses.

For new college graduates, signing bonuses are helpful for paying relocation expenses, finding an appropriate place to live, improving a wardrobe before starting employment, and for payment of apartment security deposits. Signing bonuses might help new hire start off financially more stable, but new graduates should realize that signing bonuses are taxed more heavily at the end of the year.

**Signing bonuses are useful to employers for:**

- Attracting the top candidates; making applicants feel special and values; meeting hiring goals; enticing the best new college graduates; occasionally helping to "seal the deal" for key candidates.
- Leverage for getting new college graduates to accept an offer; locking new hires into an assignment; occasionally attracting graduates who have other job offers being considering.
- Enhancing entry-level pay for some employers, especially government agencies, and making starting salaries more competitive with the civilian workplace; keeping base salaries from escalating.
- More negotiable than the base salary.

**A signing bonus may be a detriment for employers because:**

- Unfair to give a bonus to one new hire and not to others; could cause resentment among other new employees; equity issues become a concern when graduates talk to each other.
- Only a short-term solution; leads to too much elitism; may restrict future compensation increases if salary exceeds organization's salary guidelines.
- Sets a precedent; some good candidates might be lost if they did not get the signing bonus; could get out of hand and create recruiting "wars".
- Builds an expectation that additional compensation will be forthcoming after being hired.
- The organization might not get a return for their money; new college graduates are not a proven commodity; may be a waste of money; there are no absolute guarantees that you have paid for the best; or that the candidate who is motivated by dollars will remain with your organization; money up front may be lost if the new hire is released or quits.

## Conditions For "Pardoning" New Hires Who Renege On Job Offers

Reneging on job acceptances by new college graduates is "pardoned" by surveyed employers for particular reasons. The logical rationale, as far as the employers are concerned, includes extenuating circumstances such as family tragedy, emergencies, death in the family, serious illness, personal crisis, returning to graduate school, or a disability due to an accident or illness. Employers report that they are flexible on this issue because this is a critical decision for a college graduate to make.

Employers report mixed responses on better job offers as acceptable reasons for reneging. Some employers believe this is a good reason. Understood by these employers are offers for

more money, closer to home, or with a preferred industry.

Particular employers have no problem with graduates reneging for any reason. These organizations do not want to force graduates to come to work. In the opinions of these employers, new graduates would start working with negative attitudes from the beginning. They observe that it is better to lose the graduates early. Examples were cited of graduates changing their minds after signing an acceptance letter, or even after working for less than a week. These organizations do not consider it in their best interests to have someone work for them when the individual does not want to be there.

If the graduate does not have the interest or integrity to honor his/her commitment, then most likely, the employer does not want the person working for them. From the employer's perspective, reneging on a job offer says something negative about the character of the graduate.

Infrequently, employers pardon graduates if the reneging happens immediately after the offer is extended, but not on the day before he/she is supposed to start working.

A small number of employers would prefer that the graduates renege on a job offer rather than join the organization for training, work for one year, and then leave. These employers would rather have the graduates renege before the organization trains them. If the graduates are not 100% sure, then the employer does not want them.

Other employers investigate extenuating circumstances on a case-by-case basis. These organizations do not appraise a better job offer as a persuasive argument for reneging.

From the perspective of additional employers, graduates really should consider other offers before formally accepting their organization's job offer. Consequently, partial blame goes to the career services staff who trained the graduate. The career services staff should remind graduates that they should consider all expected offers before accepting any offer.

Many employers established that they would take *no action* against new college graduate for reneging, but they would *not* consider the individual for future employment. There would be no hard feelings, but there would be considerable disappointment. The employer would make note of the college or university granting a degree to the individual.

## Conditions And Compensation When Employers Renege On Job Offers

Reneging on job offers to a new college graduates by surveyed organizations would only occur under very severe circumstances. This was the reply from a majority of the surveyed employers.

One employer revealed that offers of employment from their organization are accepted on a first-come, first-served basis. When available positions are filled at this organization, all outstanding offers become rescinded. This employer communicates this procedure to graduating students and keeps the graduates up-to-date on offer/acceptance ratios.

Employers note that offers of employment are withdrawn only if the new graduates misrepresent their qualifications: false information, lying on applications, deceit, moral or law-breaking actions, substance abuse, degree not received, required courses not taken, conviction of a felony, unsuccessful passing of employment physical, or poor references. Less serious arguments for employers withdrawing job offers are demonstrated lack of responsibility or motivation when accepting a job offer or hostile steps taken by a graduate when beginning a job.

For some employers, the justifications for reneging include massive layoffs, a reduction in available contract work, business slowdown, unexpected loss of funding for contract work, a hiring freeze, a surprise merger, or sudden acquisition.

A few employers suggested that their organizations would not renege on job offers regardless

of the reason. "Never! It would not happen!" These organizations note that their words are as good as gold. These organizations will not renege on job offers, even if college training programs are canceled. The exception for these organizations occurs if the employer journeys into bankrupt.

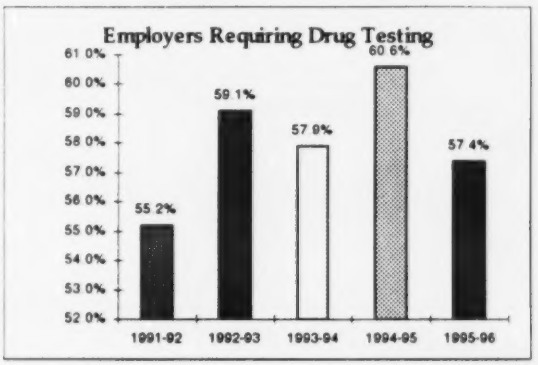
If reneging on a job acceptance to a new college graduate is necessary, compensation offered by surveyed organizations would vary. Examples of recompense from surveyed employers would be 2-4 months' salary, reimbursement of relocation expenses incurred to date, and assistance with acquiring employment in another organization. Several employers evaluate the situation on an individual basis and negotiate the compensation.

## Toughest Ethical Dilemmas When Recruiting

A summary is provided of the toughest ethical dilemmas encountered by employers when recruiting new college graduates. The instances related by employers are:

- Being totally convinced that no racial nor gender bias is involved in the organization's hiring processes.
- Reneging on several job offers due to a reduction in force within the organization.
- Deciding on who to bring to the organization for office visits.
- Saying "no" to an applicant while maintaining their self-esteem.
- Selling the organization's job opportunities especially during "down" periods; making certain that a balanced view of available job opportunities is presented; not overselling nor underselling the organization.
- Suffering with a relative as a top candidate for a fast-track position, when an executive referral was hired.
- Balancing starting salary offers with education, work experiences, and job performance potential.
- Hiring college graduates with no related work experiences.
- Making sure that the organization does not "steal" job applicants from competitors.
- Retaining a marginal performer after training to regain the organization's investment.
- Gaining truthful and honest information from job applicants.

## Drug, Alcohol, And AIDS Testing—This Year's Statistics




Testing of new college recruits for drug use, AIDS, and alcohol levels is required by many of the surveyed organizations. Of 319 employers responding, *drug testing* of new hires is required by 57.4%. Included in this percentage are employers who "sometimes," "almost always," or "always" screen for drug use. Since 1990-91, the percentage of employers screening for drug use has remained relatively constant—near 58-59%.

*AIDS testing* of new hires is required by 5.3% of the 191 employers responding. Testing for AIDS by surveyed employers has remained near 5.0% since 1990-91.

Testing for alcohol levels among new recruits is required by 21.3% of 215 employers responding. In previous years, the percentage of employers screening for alcohol levels was 24.8% in 1994-95, 22.5% in 1993-94, 27.1% in 1992-93, 31.2% in 1991-92, and 5.4% in 1990-91.

Most surveyed employers accomplish testing of new college recruits for drug use, AIDS, and alcohol levels after acceptance of

# Foot Notes

[1] U.S. Department of Labor. 1995. *Employment and Earnings.* August. Washington, DC: Bureau of Labor Statistics, U.S. Department of Labor. pp. 49-50.

[2] Scheetz, L. Patrick. 1994. *Recruiting Trends 1994-95.* East Lansing, MI.: Collegiate Employment Research Institute, Michigan State University, p. 20.

[3] Scheetz, L. Patrick. 1995. *Recruiting Trends: Graduation Update 1995.* East Lansing, MI.: Collegiate Employment Research Institute, Michigan State University, p. 3.

# EMPLOYERS RESPONDING TO *RECRUITING TRENDS 1995-96*

## A

A E Staley Manufacturing
A E Edward's & Sons
AAI Corp.
Abraham & Straus
Acacia Mutual Life Insurance Co.
Acme Electric Corp.
Adaptec Inc.
Aerojet
Aetna Life & Casualty
Aetna Life & Casualty
AFG Industries Inc.
AID Associates for Lutheran
Air Production and Chemical, Inc.
Airwaves
Alcoa Technical Center
Aldrich Chemical Co. Inc.
Allen Bradley Company
Alliant Techsystems •
Allied Signal Aerospace
Allied Signal, TBS
Althin Medical Inc.
Altschuler Melvoin and Glasser
AM Standards Testing Bureau
American Management Systems Inc.
American National Bank and Trust
American Electric Power
American Medical Service
Ameritech Illinois Bell
Ametek Inc.
Amoco Corp.
Anadarko Petroleum Corp.
Analysis & Technology Inc.
Anchor Continental
Apple Computer
Appleton Papers
Applicon
Aramco Services Co.
Arco Oil & Gas Co.
Argonaut Insurance Co.
Argonne National Lab
Aristech Chemical Corp.
Arkansas Dept. of Parks & Tourism
Armstron Tire Co.
Army Material Technology Lab
Arthur Andersen
Arthur Anderson SC
Associated Electric Cooperative Inc.
Avery Dennison

## B

B D O Seidman
Ball Memorial Hospital
Ball State University
Banana Republic
Bank of Indianapolis
Bank one Dayton
Bartlett and Co.
Barton Aschman
BASF Corporate Fibers Division
Baxter Healthcare
Bechtel Power Co.
Becton Dickinson Immunocytometry
Bell South Corp.
Bender Shipbuilding
Bergen Brunswig Corp.

Berghoff Restaurant
Bethesda Lutheran Home
Biomation Corp.
Blaw-Knox Rolls Division
Bloom Engineering Co.
BOC Group Inc.
Borgess Medical Center
Bose Corp.
BP Exploration AK
Brown University
Bull HN Info Systems
Burlington Industry
Burns & Mcdonnell
Butterworth Publishers

## C

C A Muer Corp.
C F Industries Inc.
California Bureau of State Audits
Campbell Taggart
CAP Gemini America
Career Television Network
Cargill Inc. Poultry
Cargill Inc.
Carwile Biebel Consulting
Catepillar Inc.
Ceco Concrete Construction
Cellular One
Centennial Group
Centerior Energy
Champion International
Chem-Trend Inc.
Chester Environmental
Chicago Association for Retarded Citizens
Chicago Board of Trade
Child & Family Services
Chrysler Corp.
Chubb Group of Insurance Company
Cigna Corp.
Cinci Milicron
Cincinnati Electronic Corp.
City of Akron Personnel Department
Central Illinois Public Services
Coca Cola Bottling Co.
Colonial Pipeline Co.
Comerica Bank
Commercial Equipment Co.
Community Mental Health Board
Complete Business Solutions
Comptek Research Inc.
Comptroller Currency
Comsat Laboratories
Congress Office of Technology
Consolidated Papers
Core Technology
Corexco USA
Country Companies Insurance Group
County of Los Angeles
Creare Inc.
Creative Solutions
Commins Engine Co.

## D

Dairyland Power Cooperative
Dale Electronics Inc.
Danton Mills Inc.
Data Systems Network Corp.
David Michael & Co.
Days Inn of America
Dayton Power & Light
Dazey Corp.
Deere & Co.
Dekalb Genetics Corp.
Deloitte & Touche
Delta Dental Plan of California
Dennison Manufacturing Co.
Dewberry & Davis
Dow Corning Corp.
Dresser-Rand Co.
DuPont Co.
Dugan & Meyers Construction
Duke University Medical Center
Duke Pwer Co.
DWG Corp.

## E

Eagle Electric Manufacturing
Eastman Chemical Co.
Eddie Bauer Inc.
EDS
EG&G Special Projects Inc.
Eighth US Army

El Paso Natural Gas Co.
Eli Lilly and Co.
Elliot Co.
Empire-Detroit Steel, Armco Inc.
Englehard Corp.
Envirex Inc.
Environmental Technologies Group
ESCO Corp.
Essex Specialty Products Inc.
Estee Lauder Inc.
Excel Corp.
Excel Industries Inc.
Extended Systems Inc.
Exxon Product Resource Co.
Eyring Corp.
E3 Engineering

## F

F Joseph Lamb Co.
FAAC Inc.
Factory Mutual Engineering
Fair Isaac Cosmetology
Fairchild Space & Defense Corp.
Farm Credit Services
Federal Home Loan Bank
Federal Reserve Bank of Kansas City
Ferguson Enterprises
Finast Supermarkets
Firestone Industrial Products
First International Bank of Houston
First Virginia Bank
First Wisconsin National Bank
Firstar Bank Milwaukee
Fishbeck Thompson CA
Fisher Controls
Fisons Corp.
Flint Public Library
Flexible Corp.
Ford Electronics and Refrid Corp.
Ford Motor Company
Fort Howard Paper Co.
Four Elements, Inc.
Free Library of Philadelphia

## G

Gateway Apparel Inc.
General Electric Co.
Genrad Inc.
Geo C. Marshall Center
Geographic Data Technology Inc.
George A. Hormel & Co.
Georgia Education Dept.
Georgia Pacific Corp.
General Motors
Getty Oil Co.
Gold Kist Inc.
Goodyear Tire & Rubber Co.
Graham Architecture Co.
Grain Processing Corp.
Graver Water Div.
Great West Life
Greater Chicago Group Inc.
Greenhorne & Omara Inc.
Grossman & Weissman
GTE Government Systems Corp.

## H

Hallmark Cards
Hammel Dahl Inc.
Hannaford Brothers Co.
Harbison-Walker Refractories Co.
Hardaway Construction
Harris Corporation RF Communications
Harris Trust Bank
Harris-Teeter Smkt
Harza Engineering Co.
Hasselbring-Clark
Haworth Inc.
Hazeltine Corp.
Healthco International
Heidi's Salons
Hendrix & Dail Inc.
Henkel - Parker Amchem
Henrico Co - Davision of Police
Herff Jones Yearbook
Hewitt Associates
Hitachi Magnetics
Hobart Brothers Co.
Hoechst Celanese Co.
Holy Cross Hospital
Home Federal S & L
Homestead

Honeywell ATSD
Honeywell Inc.
Hoover Universal
Houston's Restaurant Inc.
Howmet Corp. Dover Casting
Hughes Network Systems
Huron County Mental Health
Huron Mountain Club
Hyatt Regency Hilton Head
IBM Corp.

## I

ICN Pharmaceuticals Inc.
Idea Courier Inc.
Idea Courier Inc.
IEE Inc.
Ikeda Engineering
ILCC (US)
Illinois Bell
Illinois Department of Transportation
Illinois Enviromental Protection
Illinois Nuclear Safety Dept.
Indiana Dept. of Natural Resources
Indiana Michigan Power
Industrial Risk Insurer
Ingham County Human Resources
Inland Steel Flat Products
Instrument Makar Inc.
Insurance Services Office
Internal Revenue Services
ITT Aerospace / Communications

## J

J B Hunt Transport
Jackson County Cooperative Extension
Jackson National Life Insurance
Jacobsons
Jaeger Inc.
JC Penney Co., Inc.
Jet Propulsion Lab
Jewel Companies Inc.
Jewel Food Stores
Job Trak Corporation
John Brown E & C
Joseph Ryerson & Son

## K

Kahns & Company
Kansas City Power and Lighting
Kansas Division Personnel Services
Karsten Manufacturing Corp.
Kentucky Power Co.
Kenworth Truck Co.
Key Tronic Corp.
Keycorp
Kids R US
King 5 Television
Kirby Company
Kline & Company
Koch Industries
Koch Refining
Kodak
Kraft General Foods Inc. R & D
Kroger Co.
Krueger Manufacturing Co.
Kustom Signals, Inc.

## L

L D Hepfer & Co.
L K Motels
L Knife & Son Inc.
La Salle National Bank
LA Senorita Mexican Restaurant
Lab Safety Supply
Labelle Management
Lancaster General Hospital
Lant Navigational Facility Eng. Com.
Lear Astronics Corp.
Leeds & Northrup Co.
Life Touch National School Portraits
Lindberg Heat Inc.
Lipe-Rollway Corp.
Lippert Components
LNR Communication Corp.
Lockheed Aircraft Service Co.
Lockheed Martin
Lockheed Sanders Inc.
LOF Glass
Logicon R & D Associates
Loral Electronic Systems

Loral Vought SystemsLord CorpLos Angeles City
Bureau of Engineering
Los Angeles City of
Lotus Development
Lutron Electronics

## M

Maner Costerisan & Ellis
Marathon Electric
Marriott's Hotel Resorts & Suites
Mar's / M & M Corp.
Marsh Products
Masland Carpets
Max Factor
Maxus Energy Corp.
Maytag Co.
McDermott Inc.
McNeil Pharmaceutcal
McDonald & Company Securities Inc.
Mead Data Central
Mead Data Central
Mears Engineering
Mears / CPG Inc.
Medtronic Inc.
Meijer Inc.
Meridian Oil, Inc.
Meridian Township
Merskin & Merskin PC
Mervyns
Metlife
Merrill Lynch & Co. Inc.
Mettler Inc.
Michigan Council on Crime
Michigan State Dept. of Transportation
Michigan Dept. of Correction
Michigan Office of Auditor General
Michelin Tire Co.
Micropolis
Microware Distributing
Midland Mutual Life
Midwest Resources
Miesel/Sysco Food Service Co.
Millhouse & Holaly
Milliken & Co.
Millipor Corp.
Minnesota Power
Mission Point Resort
Missouri Hwy. & Transportation
Molmec Inc.
Moore Products Co.
Morton International
Motor Wheel Corp.
MSU Contract & Grant
MSU House & Food Services
Murray Hotel

## N

Nabisco Brands
NASA Langley Research
NASA, John F. Kennedy Space Ctr.
National Futures Assoc.
National Life Insurance Co.
National Starch & Chemical
Natural Gas Pipeline
Naval Air Warefare Ct.
Naval Electronic Systems Co.
Naval Human Resources Office
Naval Research
Naval Surface Warfare Center Div.
Naval Surface Warfare Ctr.
Naval Surface Weapons
Naval Undersea Warfare Center Div.
NBD Bank
Needham Harper Adv.
Neiman-Marcus Oakbrook
New England Electric
New Holland Inc.
New York St Insurance
New York University Medical Center
Niagara Machine Tool
Nissan Residential & Development
NOAA Commissioned Officer Corps
North Illinois Gas Co.
North, Baptist Theology
Northern Indiana Publishers
Northwest National Life Insurance

## O

Occidental Chemical Corp.
Ohio Edison Co.
Oklahoma Natural Gas
Old Kent Bank of Cadillac

Olin Aerospace
OMNI Hotels
Oro Manufacturing
Oshkosh Truck Corp.
Oxford University Press

## P

Pennsylvania State Civil Service Com.
Pacific Basin Foods
Package Prod Flexible Corp.
Paragon Restaurant
Parker Hannifin Corp.
Parker Wittus
Payless Shoesource
Peace Corp.
Pennsylvania Dept. of Transportation
Pennsylvania Power Light Co.
Pennzoil Co.
Peoples Gas Light & Coke Co.
Peoples Gas Systems Inc.
Phillips Petroleum Co.
Phillips Petroleum Company
Phoenix Mutual Life
Picker International
Piedmont Hospital
Plastipak Packaging
Pleasure Island
Policy Management Systems
Pontiac Police Dept.
Prestolite Battery
Professional Business Computers
Progressive Corp.

## R

Radisson Hotel
Ralston Purina
Rand Corp.
Rath Packing Co.
Rave Junior Apparel
Raychem Corp.
Record Systems & Equipment
Renaissance Health Care
Rhone Poulenc Ag Co.
Rich's / Lazarus /Goldsmith
Richland County SD #1
Roadway Packaging System
Rouge Steel Co.
Royal Maccabees Life
Russell Business Forms
Ryland Group

## S

Saginaw County of Mental Health
Sanders Inc.
Sandia National Labs
Santee Cooper
Schippers Kintner & Robertson P. C.
Schneider Transportation
Seaboard Railroad
Second Judicial Dist. Court
Shared Medical Systems
Shaw Industries Inc.
Shemin Nurseries, Inc.
Shiawassee Probate Court
Sierra Pacific Power Co.
Simplified Tax
Small Business Assoc. of Michigan
Smith Industries
Smith Kline & French
Snap-On-Tools
Society Bank
South Bend Tribune
Southwestern Co.
Southworth International
Spartan Electronics
St. Francis RMC
St. Joe Minerals Corp.
St. Mary's Hospital
Stambaugh Thompson
Standard Brands Food
Stanley Consultants
Star Banc Corp.
Star Market Co.
State of Michigan / Science & Tech.
Stauffer Communications
Stokely USA
Stryker Corporation
Sugar Loaf Resort
Super Valu Stores
SW Research Inst.
Sybra Inc.

## T

3M Corp.
Talley Industries
TDK Magnetic Tape
Teledyne
Temmecp Gas
The American Bindery
The Brown Group
The Demars Corp.
The May Dept. Stores Co.
The Williams Co.
Thermotron Industries
Thomas & Betts Corp.
Titanium Metals Corp.
Torrington Co.
TW Recreational Services
Twitchell Corp.

## U

U O P Inc.
Union Bank
Union Camp Corp.
Union Electric Co.
Union Pacific System
Unocal Corporation
Unite States Air Force
United States Army Nurse Corp.
United States Comptroller of Currency
United States Corp of Engineers
United States Dept. of Agriculture, FSIS
United States Dept. of Defense
United States Dept. of Navy Nurse Corp.
United States Fisheries & Wildlife Serv.
United States Forest Service
United States General Service Admin.
United States Geological Survey
United States Information Agency
United States NASA Marshall Specialist
United States Nuclear Regulatory Commission

## V

Vapor Corporation
Venture Stores Inc.
Vitro Corporation

## W

Wacker Silicone Corp.
Warner Electric
Washington Dullies IA
Washington-Personnel
Washtenaw County Roads
West Pennsylvania Power Co.
Winegardner & Hammons
Wirtz Manufacturing Co.
Wisconsin Gas Co.
Wisconsin State Govt.
Wolpac Inc.
Wolverine Technology Inc.

## X

Xontech Inc.

## Y

YMCA of Detroit
Young and Rubicam

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